

To: "Susan Wojcicki" [REDACTED]
From: "David Eun" <deun@google.com>
Cc:
Bcc:
Received Date: 2006-05-02 16:57:29 CST
Subject: Re: A Grand Unified Theory of YouTube and MySpace from Slate

I won't. Thanks for sending. We should definitely talk about the GPS. I=20 had a Content Acquisition budget review yesterday and Eric was asking questions.

I also ran into Peter and he had this idea to "beat YouTube" by calling quits on our copyright compliance standards.

We really need to put our heads together on presenting a united front -- or=20 at least agreeing to what we disagree about, so we aren't all over the plac= next Friday.

I'm trying to pin down those specific Content Acq issues that I think we should present next Friday and will circle back to you asap.

Will also try to set up time for later this week to discuss...

On 5/1/06, Susan Wojcicki <[REDACTED]> wrote:

>

> fyi - pls don't forward

>

> On 4/30/06, Eric Schmidt <[REDACTED]> wrote:

>>

>> This is a good list. My primary concern is that a) we are behind

>> Youtube and b) we need to invest more in engineering, machines and PM f=r
>> video.

>>

>>

>>

>> Thanks eric

>>

>>

>>

>> -----

>>

>> *From:* Susan Wojcicki <[REDACTED]>

>> *Sent:* Sunday, April 30, 2006 5:18 PM

>> *To:* Eric Schmidt; Jonathan Rosenberg

>> *Subject:* Fwd: A Grand Unified Theory of YouTube and MySpace from Slate

>>

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>>

>> I think we should be able to win in this space, but I'm concerned about=20

>> the execution risk since i think it will take coordinated work across=20

>> multiple projects across the company. We have a reviewed scheduled in =

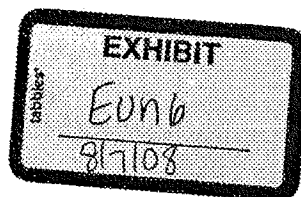
>> weeks but here is a synopsis of the strategy.

>>

>>

>>

Highly Confidential



G00001-00495746

> > * Most comprehensive video search - the platform to store and find all=20
 > > video
 > >
 > > -HTML upload and instant live on 5/15
 > >
 > > -premium deals (e.g recently signed up Viacom for MTV Punk'd Spongebob=20
 > > Squarepants Beavis and Buttlead)
 > >
 > > -digitization deals like NARA (digitization efforts are very early, not=20
 > > at scale now)
 > >
 > > -webcrawl (in discussions in eng but no one working on it yet)
 > >
 > > -rss feeds (will be done in Q3)
 > >
 > >
 > >
 > > * Best monetization - incent content owners to give us video, publisher=
 > > to show it
 > >
 > > -last week released video ads on the web in the US (legal holding up
 > > i18n launches)
 > >
 > > -goal for Q2 is try text ads in the video, sponsorship (premium content=20
 > > like CBS free but sponsored by Advertiser Y), post roll ads
 > >
 > > - new adformat in adsense to play both video content and ads (e.g. add =
 > > tv station to your site that will show content and ads). The content a=d
 > > ads will be based on the content of your site or you can choose a keywo=d or
 > > it could be most popular. (We'll release a version of these embedded v=deos
 > > without ads in Q2, but to do it as an adsense format with ads is just=20
 > > getting started --no eng yet but PMs working on plan).
 > >
 > > - syndicate our ads to get more advertisers
 > >
 > >
 > >
 > > * Leverage Google.com <http://google.com/> to present video - users
 > > should find relevant videos with their searches
 > >
 > > -onebox integration (coming in next 4 weeks so videos at top of page)
 > >
 > > -tab (this will take time)
 > >
 > >
 > > * Publisher integration - seamlessly integrate with publishers for
 > > upload and display
 > >
 > > -publishing platforms like blogger and orkut have integrated way to
 > > upload video
 > >
 > > -work with blogger and myspace and others so when you watch a video on=20
 > > google video, enter your myspace user ID and password and we'll post th=
 > > video on your myspace profile for you.
 > >
 > > -Any publisher can easily put an individual video, or video feed on
 > > their site
 > >

>>
 >>
 >> * Community features - Easy to share, discover videos with friends
 >>
 >> -upload your email book
 >>
 >> -share video button built into chrome - Q2
 >>
 >> -share your playlist with your friend - Q2
 >>
 >> -discussion boards on videos -Q2
 >>
 >> -tags, ratings etc -Q2
 >>
 >> We've not worked out all the ways we'll work with Orkut
 >>
 >>
 >>
 >> * Leverage international
 >>
 >> -we now get ~65% of traffic internationally. Need to localize content,=20
 >> get local premium, iso, uploaded content (FIGS in Q2)
 >>
 >>
 >>
 >> Other obvious but hard to do things like....
 >>
 >> -----
 >>
 >> * Better UI (ongoing) - will be like Google with ability to move around
 >> sections
 >>
 >> * Best search (results now are very poor - we have 2 eng working to make
 >> better).
 >>
 >>
 >>
 >> Because video is a format and a product we've broken the backend up from
 >> the front end so that the backend can have multiple customers like Orkut=
 >> Lighthouse, Ads etc. Many of our products should enable a video part and
 >> use the same backend (all should be searchable from Google video).
 >> Lighthouse should have private videos and ads. Ads uploaded to AWFE should
 >> be in Google video etc.
 >>
 >>
 >>
 >> I'd like to know if you think we are missing something or disagree. Tim
 >> put this in perspective our product has been around for 1 year (4/05) and
 >> YouTube launched 12/05 so this is a very fast moving market. We were ahead
 >> but made the mistake of putting too much emphasis on download to own and
 >> didn't improve our upload or have community features like YouTube. If we
 >> can execute fast and leverage our many assets, I think we can win b/c the
 >> market is just getting started.
 >>
 >>
 >>
 >> Susan
 >>

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> > On 4/29/06, *Eric Schmidt* [REDACTED] wrote:
> >
> > Thanks for the summary. Basically I am concerned that we don't have=20
> > a
> > strategy to win; I think everything that you have listed is great., but=20
> > is
> > it enough? Thanks eric
> >
> > -----Original Message-----
> > From: Susan Wojcicki [REDACTED]
> > Sent: Saturday, April 29, 2006 7:07 PM
> > To: Eric Schmidt
> > Subject: Re: A Grand Unified Theory of YouTube and MySpace from Slate=20
> >
> > Eric we are working on the instant upload which will be faster than
> > youtube
> > and will be released in less than 2 weeks and tagging and community
> > features
> > which will be done by june. The upload will be web based and no longer=20
> > require a client like it does today.
> >
> > Well review the strategy with you asap but we have a lot that will be=20
> > released soon such as new homepage, trials of monetization, better embe=20
> > product to increase publisher adoption such as the myspace integration=20
> > and
> > international releases this quarter, and unique content deals.
> >
> > I think we are doing the right things now to win but we fell behind whe=20
> > we
> > focused on the premium download to own for pay model and the end of las=20
> >
> > year bc that stuff just isn't watched in any volume -- even the stuff=20
> > that
> > free isn't that popular
> >
> > Sorry this short but on my bb -ill read your emails again and send you=20
> > more
> > details when I'm at my desk.
> >
> > Susan
> >
> >
> >
> > -----Original Message-----
> > From: Eric Schmidt [REDACTED]
> > To: Susan Wojcicki [REDACTED]
> > Sent: Sat Apr 29 10:12:44 2006
> > Subject: FW: A Grand Unified Theory of YouTube and MySpace from Slate=20
> >
> >
> >
> > Perhaps this is why Youtube and MySPace are cleaning our clocks...
> > please
> > review negative comments about Orkut and about Google Video. Eric

> > *****=***

> > ****

> > A Grand Unified Theory of YouTube and MySpace

> > Point-and-click sites that don't tell you what to do.

> > By Paul Boutin

> > Posted Friday, April 28, 2006, at 12:05 PM ET

> > I was skeptical when I heard how huge video-sharing hub YouTube and social-networking hotspot MySpace have become. YouTube claims 40 million plays a day, up from 35 million just a week ago. The Washington Post recently reported

> > <<http://www.washingtonpost.com/wp-dyn/content/custom/2006/03/31/CU2006033101>

> > <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.washingtonpost.com/wp-dyn%2Fcontent%2F03%2F31%2FCU2006033101>

> > 136.html> that MySpace pulls more monthly visitors than Amazon and is

> > closing in on AOL and eBay. Both sites are vague about their traffic details, though, so I ran them through Alexa, the traffic report generator

> > favored by techies who don't trust press releases. I nearly fell out of my chair. On Alexa's charts, MySpace is an order of magnitude bigger than Friendster

> > <http://www.alex.com/data/details/traffic_details?&range=6m&compare_ites=f<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Df

> > riendster.com&url=http://www.myspace.com> . YouTube will pass CNN

> > <http://www.alex.com/data/details/traffic_details?&range=6m&compare_ites=c<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata%2Fdetails%2Ftraffic_details%3F%26range%3D6m%26compare_sites%3Dc

> > nn.com&url=http://www.youtube.com> any day now.

> > Both YouTube and MySpace fit the textbook definition of Web 2.0

> > <<http://www.slate.com/id/2138951/<http://www.google.com/url?sa=D&q=3Dhttp%3A%2F%2Fwww.slate.com%2Fid%2F2138951%2F>

> > , that hypothetical next-generation

> > Internet where people contribute as easily as they consume. Even self-described late adopters like New York's Kurt Andersen

> > < http://www.newyorkmetro.com/news/imperialcity/16773/
> >
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.newyorkmetro.com%2Fnews%2Fimperialcity%2F16773%2F>> recognize
> > that that
> >
> >
> > by letting everyone contribute, these sites have reached a critical mas=
> >
> > where "a real network effect has kicked in."
> >
> > But the focus on the collaborative nature of these sites has been
> > nagging at
> > me. Sites like Friendster and Blogger that promote sharing and
> > friend-making
> > have been around for years with nowhere near the mainstream success.
> > I've
> > got a different theory. YouTube and MySpace are runaway hits because
> > they
> > combine two attributes rarely found together in tech products. They're=20
> > easy
> > to use, and they don't tell you what to do.
> >
> > Continue Article
> >
> > < http://www.slate.com/id/2140635/#ContinueArticle#ContinueArticle
> >
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.slate.com%2Fid%2F2140635%2F%23ContinueArticle%2523ContinueArticle>
> > >
> >
> >
> >
> >
> > There are two design requirements for technology meant for the masses.
> > First, you need to automate all the techie parts so people can just
> > press
> > Play. To watch television online, I shouldn't have to install extra
> > video
> > software, figure out my bandwidth setting (100K? 300K?), and sign up fo=
> > an
> > account with the player's maker. Second, Web moguls shouldn't presume t=
> > foresee what 100 million people will want to do with their site. I'm on=
> > of
> >
> > many who stopped using Google's Orkut < https://www.orkut.com/
> > <http://www.google.com/url?sa=D&q=https%3A%2F%2Fwww.orkut.com%2F>
> > > social
> >
> >
> > network because its hardwired page designs made everyone look like they=20
> > were
> > there to find a date and/or a job.
> >
> > The guys behind YouTube hit the sweet spot. Most important, they made i=
> > head-slappingly easy to publish and play video clips by handling the
> > tricky

> > parts automatically. Given up on BitTorrent because it feels like
 > > launching
 > > a mission to Mars? If you've sent an e-mail attachment, you've got the=20
 > > tech
 > > skills to publish on YouTube.
 > >
 > > To post your own video, sign up for a free account and go to the Upload=20
 > > page. Select your file, click the Upload Video button, and you're done!=20
 > > YouTube's servers convert your vid to a standardized format, but you
 > > don't
 > > need to know what that format is. If you send the URL to your aunt,
 > > it'll
 > > play in her browser without spraying the screen with pop-ups and errors=
 > >
 > >
 > > You don't have to upload video to use YouTube. If you just like to
 > > watch,
 > > it's even easier. There's no software to install, no settings to muck=20
 > > with.
 > > The video auto-plays as soon as you load the page, without launching
 > > more
 > > windows-why can't CNN do that?
 > >
 > > Three months ago, I predicted < <http://www.slate.com/id/2134223/>
 > > <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.slate.com%2Fid%2F2134223%2F>>
 > > > Google
 > >
 > >
 > > Video would become the hottest thing on the Net. I was wrong, and I
 > > think
 > > Google has failed to take off for the simple reason that it's more
 > > annoying
 > > to use than YouTube. To begin with, you have to install Google's specia=
 > >
 > > uploading application. When I tried to upload the same clips
 > >
 > > < http://youtube.com/profile_videos?user=paulboutin
 > >
 > > <<http://www.google.com/url?sa=D&q=http%3A%2F%2Fyoutube.com%2Fprofil%3Fuser%3Dpaulboutin>
 > > I'd
 > > posted to YouTube,
 > >
 > >
 > > Google's app wouldn't let me. I combed through the FAQ and found this:
 > > "While we also support other digital formats such as QuickTime, Windows
 > > Media, and RealVideo ... submitting your files in these formats may
 > > significantly delay us from using them on Google Video." Come on, guys.=20
 > > Whatever happened to "I'm Feeling Lucky?"
 > >
 > > Google Video lets you google videos (of course) by their titles and a=20
 > > brief
 > > description of each. Each page links to other matches. That's OK, but
 > > predictable. YouTube lets posters tag each clip themselves. For example=
 > > I
 > > tagged this clip
 > >
 > > < <http://youtube.com/watch?v=NkMIhgkxlnl&search=boutin%20gma>
 > >

<http://www.google.com/url?sa=D&q=http%3A%2F%2Fyoutube.com%2Fwatch%3Fv%3DNkMihgkxnl%26search%3Dboutin%2520gma>> of
 >> my 12
 >>
 >>
 >> seconds on Good Morning America with "boutin wired slate gma." Whenever=20
 >> you
 >> play a YouTube clip, the page shows a half-dozen potential matches. A=20
 >> tag
 >>
 >> like "slate < http://www.youtube.com/results?search=slate
 >>
 <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fresults%3Fsearch%3Dslate>>
 >> " could mean all
 >>
 >>
 >> sorts of things, so each page mixes perfect matches with what-the-huh
 >> results. A documentary on Scientology links to a South Park episode,
 >> which
 >> links to comedian Pablo Francisco. A few clicks later I'm watching some=20
 >> merry prankster get an unexpected smackdown
 >>
 >> <
 http://youtube.com/watch?v=jqyNepifnnY<http://www.google.com/url?sa=3DD&q=http%3A%2F%2Fyoutube.co
 m%2Fwatch%3Fv%3DJqvNepifnnY>> . In Web
 >> 2.0-speak, this is a
 >> "folksonomy < http://en.wikipedia.org/wiki/Folksonomy
 >> <http://www.google.com/url?sa=D&q=http%3A%2F%2Fen.wikipedia.org%2Fwiki%2Ffolksonomy>>
 >> .° In English, it
 >>
 >>
 >> means YouTube is a mix of every video genre imaginable.
 >>
 >> Judging by the number of South Park
 >>
 >>
 <http://www.youtube.com/results?search=southpark&search_type=search=videos&s<http://www.google.com/url
 ?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fresults%3Fsearch%3Dsouthpark%26search_type%3Dsearch
 h_videos%26s>
 >> earch=Search> episodes and music videos
 >>
 <http://www.youtube.com/results?search=get+yourself+high+chemical+bro=hers&s<http://www.google.com/url?
 sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fresults%3Fsearch%3Dget%2Byourself%2Bhigh%2Bchemica
 l%2Bbrothers%26s>
 >> earch_type=search_videos&search=Search> available for viewing, it=
 >> fair to
 >>
 >>
 >> say that YouTube's warnings not to post copyrighted material aren't muc=
 >> of
 >> a deterrent. The site removes porn much more aggressively than they do
 >> copyright violations. That makes a lot of sense: There are more than
 >> enough
 >> places to browse for porn online, but the presence of easily
 >> downloadable
 >> mainstream fare among YouTube's home movies is a huge draw. I hope the
 >> site's budding deals with Hollywood
 >>

> > <http://www.variety.com/article/VR1117941847?categoryid=14&cs=1&que=y=youtub
> >
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.variety.com%2Far=icle%2FVR1117941847%3Fc
categoryid%3D14%26cs%3D1%26query%3Dyoutub>
> > e&display=youtube> work out and the networks don't launch their own=20
> > sites.
> >
> >
> > If they do, it's a sure bet they won't be user-friendly. Just look at=20
> > CNN's
> > recent redesign, which just now threw a giant "PLUGIN WARNING!" onto my=20
> > screen.
> >
> > When trying to rope in the movie and TV studios, YouTube should point t=
> >
> > MySpace, where A-listers like Eminem peddle their wares alongside
> > unsigned
> > bands and lip syncers. MySpace makes it easy for musicians, kids, and=20
> > grandparents to post their own pages by removing the technical hurdles.=20
> > I
> >
> > created a profile page < http://www.myspace.com/pauliboutin
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.myspace.com%2Fpa=iboutin>> in
> > three
> >
> >
> > minutes, complete with an auto-play jingle. I'd planned to upload an MP=
> > of
> > a band I used to play in, until I found they already have their own
> > MySpace
> > page. Clicking "Add" instantly copied the song from their page onto
> > mine.
> > Another one-click tool imported my Gmail and Hotmail address books so I=20
> > could mass-invite everyone to join me.
> >
> > MySpace isn't that much easier to use than Friendster, or than other
> > shared-user-content sites like Flickr (photo sharing),
del.icio.us<http://www.google.com/url?sa=D&q=http%3A%2F%2Fdel.icio.us>
> > (bookmarks), or Digg (tech news). But it mixes multiple publishing
> > models-blogs, photos, music, videos, friend networks-into one personal
> > space. Most important, it doesn't presume to know what your goals are.=20
> > The
> > site's management ditched their early focus as a home for musicians whe=
> >
> >
> > they realized Margaret Cho < http://www.myspace.com/margaretocho
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.myspace.com%2Fma=garetocho>> and
> > my
> > crazy friend Kenny
> > <http://profile.myspace.com/index.cfm?fuseaction=user.viewprofile&friendid=2
> >
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fprofile.myspace.com%2Findex.cfm%3Ffuseaction%3D
user.viewprofile%26friendid%3D2>
> > 0589359> wanted spaces of their own. Next, MySpace may let marketers=20
> > set up
> >
> >
> > profiles for brands. That's a great idea-the same people who'll bitch=20

>> about
>> Snickers having a page will add Wikipedia as their friend.
>>
>> I think MySpace's popularity has to do with its puppylike accessibility=
>> A
>> typical page looks like something a Web-enthralled high schooler might=20
>> have
>> put up in 1996, but with more pics and a soundtrack. I agree with desig=
>> guru Jesse James Garrett!
>>
>> <http://www.businessweek.com/innovate/content/dec2005/id20051230_570094=htm
>>
>> <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.businessweek.com%2Finnovate%2Fcontent%2Fd
>> ec2005%2Fd20051230_570094.htm>
>>
>>
>>
>> , who says the site's untrained layout sends a "we're just like you"
>> message
>> to newcomers. That encourages them to experiment with content genres th=
>>
>> site's designers didn't build into templates. If tech builders want to=20
>> hand
>> the controls over to their users, shouldn't they presume they haven't
>> thought of everything? Apple's iWeb
>>
>> < http://www.apple.com/ilife/iweb/features/templates.html
>>
>> <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.apple.com%2Fifilife%2Fiweb%2Ffeatures%2Ftem
>> plates.html>> publishing
>> system
>>
>>
>>
>> is easy to use and way more attractive than MySpace, but we'd have
>> gotten
>> old waiting for Apple to invent a Lip Sync Video
>>
>> < http://www.youtube.com/watch?v=VpuGyEMFpog
>>
>> <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.youtube.com%2Fwa=ch%3Fv%3DVpuGyEMFpo
>> g>
>> > template.
>>
>>
>>
>> The secret to success is to make everything one-button easy, then get=20
>> out of
>> the way. If you think collaborative architecture matters more, click th=
>>
>> charts: The same Alexa plots that show MySpace and YouTube obliterating=20
>> top
>> sites reveal that Flickr
>>
>> <http://www.alexa.com/data/details/traffic_details?&range=6m&compare=_ites=f
>>
>> <http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alexa.com%2Fdata=2Fdetai%2Ftraffic_details%
>> 3F%26range%3D6m%26compare_sites%3Df>
>> flickr.com&url=http://www.youtube.com> , Digg

> > <http://www.alex.com/data/details/traffic_details?&range=6m&compare_ites=d
> >
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata=2Fdetails%2Ftraffic_details%
3F%26range%3D6m%26compare_sites%3Dd>
> > igg.com&url=http://www.youtube.com> and
del.icio.us<http://www.google.com/url?sa=D&q=http%3A%2F%2Fdel.icio.us>
> > < http://www.alex.com/data/details/traffic_details?&range=6m&compare=sites=i
> >
> >
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata=2Fdetails%2Ftraffic_details%
3F%26range%3D6m%26compare_sites%3Di>
> > cio.us&url=http://www.youtube.com> have plateaued with audiences bar=ly
> > bigger than Slate's
> > <http://www.alex.com/data/details/traffic_details?&range=6m&compare_ites=d
> >
<http://www.google.com/url?sa=D&q=http%3A%2F%2Fwww.alex.com%2Fdata=2Fdetails%2Ftraffic_details%
3F%26range%3D6m%26compare_sites%3Dd>
> > igg.com&url=http://www.slate.com> . Photos, news, and other people's
> >
> >
> > bookmarks just aren't as interesting as bootleg TV and checking out the
> > hotties. The easier it gets to use, the less geeky the Net becomes, and=20
> > the
> > more it starts to look like real life.
> >
> > Related in Slate
> >
> > _____
> >
> > Sam Anderson explained how YouTube has revived the neglected art of
> >
> > lip-syncing <
http://www.slate.com/id/2140697/<http://www.google.com/ur=?sa=D&q=http%3A%2F%2Fwww.slate.com%2Fi
d%2F2140697%2F>> .
> >
> > Paul Boutin < http://paulboutin.weblogger.com/
> > <http://www.google.com/url?sa=D&q=http%3A%2F%2Fpaulboutin.weblogger=com%2F>> is
> > a Silicon Valley-based
> >
> >
> > writer who also contributes to Business Week, Wired, and Engadget.
> >
> >
> >
> >
> > --
> > Susan Wojcicki
> > VP, Product Management
> > [REDACTED]
> >
> >
> >
> > --
> > Peter Chane
> > peterch@google.com

> > Group Business Product Manager
> > Google Video | <http://video.google.com>

> >

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> > Susan Wojcicki

> > VP, Product Management

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> > Susan Wojcicki

> > VP, Product Management

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> > Susan Wojcicki

> > VP, Product Management

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